DOCUMENT RESUME

ED 289 557 JC 880 014

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TITLE Marketing Higher Education in the 80's: "Aim for Service, Not Success, and Success Will Follow." Residual Marketing.
PUB DATE 87
NOTE 10p.; Paper presented at the Miami-Dade Community College district-wide Enrollment Management Conference (Miami, FL, November 11, 1987).
PUB TYPE Viewpoints (120) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Community Colleges; Community Support; Fund Raising; *Institutional Advancement; Interpersonal Communication; *Interpersonal Relationship; *Marketing; *Public Relations; *School Community Relationship; Student Recruitment; Two Year Colleges
IDENTIFIERS *Enrollment Management

ABSTRACT

Increasing competition in higher education for college students has given the term "enrollment management" wide acceptance in academia. Many factors are important to the success of enrollment management, including an informed enrollment management team of upper-level administrators committed to adopting a new philosophy in addition to new strategies, practices, and procedures. One example of a back-to-basics approach to enrollment management is "Residual Marketing," which requires personal involvement and face-to-face communication between college personnel and the community. Unlike intensive television advertising and mass mail techniques, which are increasingly used by postsecondary institutions, "residual marketing" relies upon word of mouth to establish a college's credibility in the community. Miami-Dade Community College (Florida) has implemented a number of techniques to involve the community in the promotion of the college's programs, services, and image. Though these techniques have had immediate dividends, many of the "residual" benefits take months, even years, to reach full fruition. Though "residual marketing" demands total commitment from the campus individuals involved and may detract from the time devoted to institutional responsibilities, the approach has benefits for both the college and the community. (UCM)

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MARKETING HIGHER EDUCATION

IN THE 80'S

"AIM FOR SERVICE, NOT SUCCESS, AND SUCCESS WILL FOLLOW"

(RESIDUAL MARKETING)

By

Dr. Johnny Mac Allen

Paper Presented at the District-wide
Enrollment Management Conference
November 11, 1987. Miami, Florida

JC 880 014

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What's that old saying: the old is new again, suffice it to say for the most part its true. However, some things in fact do remain the same despite our remarkable advances in the last 50 years. Television came into being, semiconductors, microprocessors and computers arrived. We went to the moon. We developed nuclear power. We now live longer, better, and more enjoyably. Yet, nobody has figured out how to get a firefighter downstairs faster than by sliding down a pole. And they've been doing it that way since 1889. And when it comes to college and university marketing, we're just about where the railroad industry was in 1959 (despite the advances of Amtrack).

As we move into the next decade, there continues to be an ever increasing competition in higher education for students (in Miami alone, there are unofficially some 300 college/university recruiters). Enter then the new buzzword in academea -- enrollment management -- which has become widely accepted.

As most colleges and universities have come to realize, students produce between 45% and 90% of all their revenue. When higher education institutions had all the students they wanted, it didn't matter how the process that produced them was organized, nor who that process reported through. Now, however, it makes a great deal of difference.

A review of the enrollment management process and its problems begin with the upper-level management team. Indeed, most would be hard put to tell you what proportion of gross tuition revenue is represented by the institutional financial aid

commitments. While most have a sense of their total enrollment, few could analyze it in terms of its various components, nor understand the significances among and between them.

The EM component is usually doomed to failure at the outset if, and its a big if, the new enrollment team fails to adopt a new philosophy, strategy, practice and procedure, as opposed to becoming an enrollment team in name only.

Another significant difficulty is how to get the institution as a whole to buy into it and to see the larger picture as being not just admissions and marketing/recruiting with a new name.

Then, the matters of staff training are equally as critical. Today, the people who staff the new enrollment management programs are like the development directors in earlier years. And here's the important element that cannot be emphasized enough. The marketing oriented admissions folk will have to be grown because there is no training or educational program producing them, other than seminars and workshops presented around the country. Because of this liability, enrollment management, however, has opened up new areas, even for good, old line concepts and "people person" strategies, which in itself is beneficial and as such, a back-to-basics approach called "Residual Marketing" is offered here as an example and supplement to enrollment management, and for the "community-institutional good."

Based on the law of reciprocity (which means simply, you

have to give to get), Residual Marketing can perhaps be best described by the following which led to the formulation of the strategy.

I was first introduced to the concept in 1969 (although it did not then, and does not today, carry the name of Residual Marketing, but being an educator, cognitive concepts must be identified to be effective), and the methodology has been applied successfully as I will elude to later.

The terminology grew out of my association with Martin Umansky of KAKE Radio and Television in Wichita, Kansas. I first met him in 1969 when I was fortunate enough to be hired as an announcer (disc jockey) for the station. He was involved in every station function and in everything going on in town. He worked closely with numerous civic organizations and was business manager of the community theatre. There's no point in detailing Umansky's local achievements here; let's just say that at his 70th-birthday surprise party last year, every prominent Wichita person attended with abundant affection. Indeed, it was most fitting that this year's Distinguished Service Award by the National Association of Broadcasters was bestowed on this public-spirited station operator, now retired.

For years Umansky preached the gospel of "localism" even when Broadcasters tuned him out as a cockeyed zealot. In fact, however, he's lived to be a prophet with honor. Everything Umansky upheld as a professional broadcaster is now the common wisdom. Getting involved with the community in a big way he

would say, is the way to beat the competition who think the game is all about numbers, (be they audiences, or students in this case).

Because approximately 87% of Florida's high school seniors remain in the state to attend a college or university, they face a barrage of brochures, phamplets, catalogs, endless letters, etc., all designed to get them to enroll in state, and out of state as well, and the majority of the offers are impressive. It is hardly news for those of us in education that the college age population is undergoing a steady, slow decline that will not reverse itself until the mid 1990's.

Over a 10-year period, the number of graduating seniors from public and private high schools has declined 18.5% to a projected total of 2.7 million in 1987 from 3.2 million in 1977, according to the Washington based National Center for Education Statistics. The population of high school graduates is projected to bottom out at 2.3 million in 1992, a 36% drop from 1977.

As Broadcast Advertiser Reports validate, a total of 25 major colleges and universities spent more than $1,000 a week on TV advertising from January to September, 1986. This would have been a totally unheard of level of spending five years earlier. The list is topped by Northeastern University of Boston with a mind-staggering $376,000 in TV spending alone.

So what about this intense advertising? Does it really have an impact? Well, to some extent. The experts tell us that out

of the thirteen basic communication techniques to reach potential students and effectively recruit them, advertising is number 12, news carried in the mass media is 11, and sitting at the top of the list is "one-to-one, face-to-face conversation."

The most elaborate advertising campaign can't buy what word of mouth offers -- credibility. By some industry accounts, a full 80 percent of all consumer choices are the result of personnal communication. So why does word of mouth work? Because most consumers prefer not to experiment. They would rather purchase what has been tested and accepted by others -- especially those they admire.

So, based on research and empirical data, enter Residual Marketing, a community-based concept designed to produce a "win-win" situational objective. For example, when Miami-Dade Community College, South Campus decided to offer an original project entitled "Community-Based Television," it did so with the prospect of meeting new people, opinion leaders, civic and community leaders, and introduce them to the faculty and staff as well as the students. To introduce them first-hand to the programs, services, and accountability the institution offers. They, on the other hand, would have the opportunity to express their views on eight cable television stations in Dade County (broadcast for over one year). Those taking part included three Chambers of Commerce, professional women's clubs, and high schools. Each organization received eight 30-minute professionally produced programs at no charge (video-taped

outdoors with a specially-built set on the M-DCC, South Campus), and copies of each tape to do with as they so determined (many used edited versions for recruiting new members to their organizations and for promotionals).

The residual marketing component of this exercise (and in the Martin Umansky tradition of community envolvement), became word-of-mouth, not only to prospective students, but prospective scholarship contributors.

Next came the "New Teachers Luncheon," bringing together four Chambers of Commerce from the South Dade area, their first collaborative effort ever, and initiated by M-DCC, South Campus. The idea was to bring all new high school teachers (those teaching for the first time in South Dade County) to the campus for a luncheon where they would be introduced to community leaders and business people, and receive a warm special welcome, and gifts. Comments (thanks to word-of-mouth) are still being received today, well over a year after the event. The residuals here are self-explanatory.

Residual Marketing is just what the term implies, in that the "residuals" may take months, even years to reach fruition, (student inquiry, scholarship donations). In so doing, colleges and universities are most adaptable to the concept because of the usually slow decision-making process. That is not to say the efforts of the various community envolvements will not reap dividens early, on the contrary, they will. The primary problem

is essentially two-fold in nature.

One, community envolvement must take the form of total individual envolvement with projects, fund raising, even being elected to office. Up to now, many within the college/university environment have been reluctant to make that commitment outside of their classroom or office (many feel they get paid the same, so why ask for more work), but that is changing with the acquisition of new faculty and staff.

The second problem resides with those so heavily involved already, they simply do not have time to devote to their institutional positions, nor their community service work. They simply attend meetings, bringing back very little, or nothing, to demonstrate that they even attended a meeting. And, many use the networking opportunity for self-indulgence (guess who I sat next to at lunch), forgetting the very essence of their institutional representation and ultimate mission.

But, all things being equal, the give-and-take of the institution and the community results in "all" being served in some way, for the better. The axiom might read "aim for service, not success, and success will follow."

Communities need colleges and universities, and colleges and universities need communities. That's the Residual Marketing definition. That's not to say we should disband various enrollment management techniques, and have lunch at the Chamber of Commerce every week, not in the least. It means that institutions, business and industry should become heavily

involved with providing their individual and collective talents, services and resources.

Why Residual Marketing? John Kenneth Galbraith perhaps summarizes it best. "We have witnessed the growth of a contrary mood. That is the celebration, even the sanctification, of self-concern. A person's highest duty, it is held, is to his own income, his own personal enjoyment; freedom is the freedom to get money with the minimum of constraint and to spend it with the smallest possible contribution to public purposes."

What better time than now to counteract this mood and become deeply involved with our communities.....because so many others simply (and unfortunately) elect not to do so. This is a terrible oversight on their part, as you will learn upon your welcome to community/civic responsibilities. Of course, the satisfaction of knowing you can make a difference is always a strong personal reward -- and well worth your effort.

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FEB 05 1988